



Steering the Monroe County Communication Voyage

Coconut Communicators

85% of the reasons for failure to meet customer expectations are related to deficiencies in systems and process...rather than employees."

W. Edwards Deming



Embarking on the Communication Voyage

- Welcome and Introductions 8:30 – 8:50
- Understanding Effective Teams 8:50 – 10:00
- Break 10:00 – 10:15
- Step 1: Defining the Opportunity Statement 10:15 – 10:30
- Step 2: Validating the Opportunity Statement 10:30 – 11:20
- Next Steps 11:20 – 11:40
- Closing 11:40 – 11:55



Talking Stick

- Each of us brings a unique set of strengths and characteristics to the team.
- This talking stick is magical. The one who has it, has the floor and everyone else's attention
- Introduce yourself providing the following information
 - Name, work location
 - An **adjective** that begins with the first letter of your first name and describes a **positive** aspect about yourself (Jovial Jeff) **add symbol statement**





Team Name



- *Jovial Jeff, Team Facilitator*
- *Rockin Rob, Team Facilitator*
- *Absolutely Anna*
- *Jocular Jonathan*
- *Victorious Vic*
- *Musical Michele*
- *Jazzy Julianne*
- *Teaching Tanya*
- *Busy Beth*



Process to Create a Team Name

1. Independent thoughts
On a post it note, write your suggestion for a team name – related to Communication
2. Post all input
3. Discuss
4. Come to consensus
5. Commit - **Coconut Communicators** - Unanimous



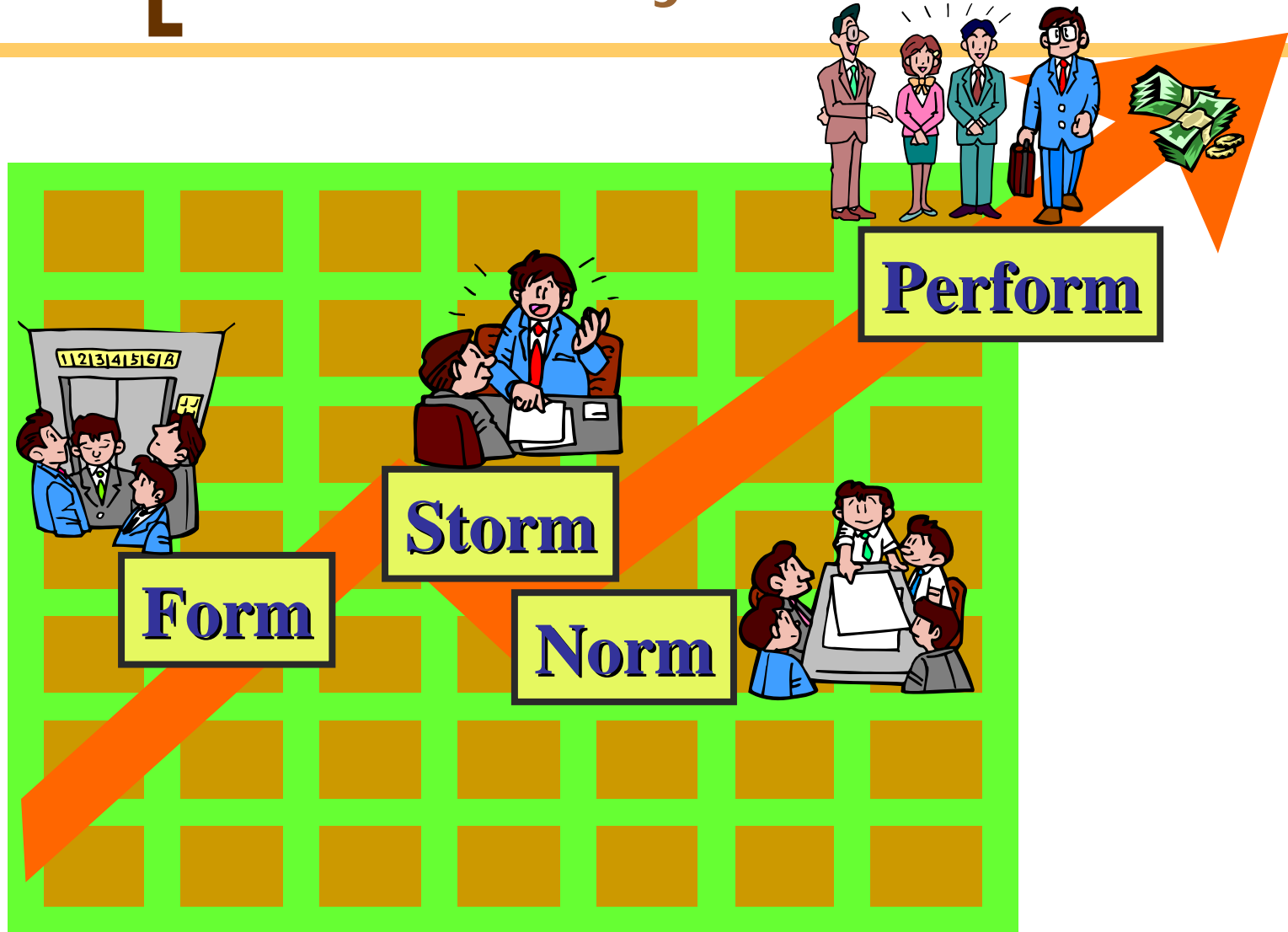
Team Dynamics

A team is a small number of people with complementary skills, who are committed to a common purpose, a shared performance result, and an agreed way of working for which they hold themselves mutually accountable.





Four Stages of Team Dynamics





FORM

Team Start Up

- Opportunity Statement-Provides clear direction for the team
- Select the team members

- Sponsor – Debbie Frederick
- Facilitators – Jeff Martin and Rob Garner
- Core Team –Anna Haskins
- Members –

Vicky Yaklevich
Jonathan Weinshank
Beth Leto
Irene Toner

Tanya Carbonell
Michelle Lee
Julianne Thomas
Joe Medallion

- Creating Working Agreement for Teams
- Rules of Operation





STORM

Conflict Erupts within the Team

- Tasks and processes are new and learning curve is high
- Competition and control overshadows team work
- Members shift focus to style over substance
- Need to return our purpose to re-focus the team





NORM

The Team becomes fined tuned

- Focus is on the opportunity and team success
- Collaboration and consensus solidified
- Members shift focus to ideas and constructive criticism





PERFORM

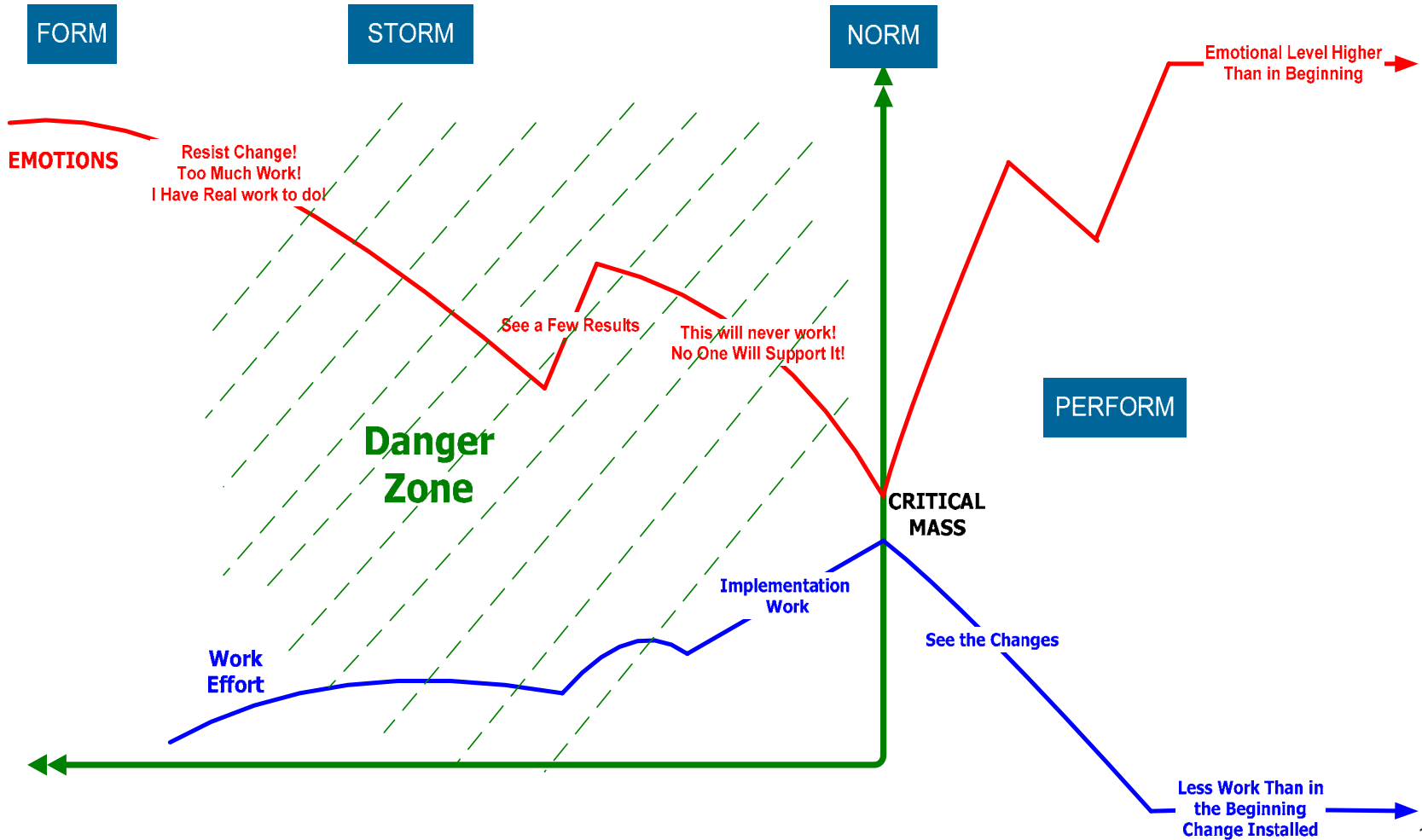
The Team focus is on success

- Jointly supportive
- Predictable team environment – cohesive
- Sense of Accomplishment
- Competence = skills + tools + practice





TEAM MATURITY CYCLE

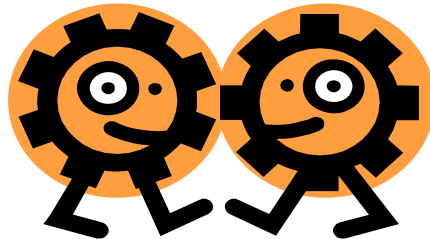




Independent Ideas

Step 1 – Hear Everyone's Voice

- Take 5 minutes to jot down your own ideas of what makes an effective team.
- Focus your thoughts on the Communication Team
- Focus on your team behaviors
- TOOL USED: POST IT NOTES





Step 2 – Write it down

Share your thoughts

TOOLS USED: FLIP CHART OR LCD

- Commitment
- Free communications
- Focus on Tasks
- Involvement
- Validate Understanding of Requirements
- Honesty
- Celebrate Success
- Respectful/Courteous
- Active Listening
- Timely Responses
- Open mindedness
- Creativity
- Humor
- Accountable



Step 4: Come to Consensus

- TOOL USED: THUMBS UP
- We agree that in order to become a Success we will:



[Step 3 Consolidate Ideas]

Open discussion of all ideas



Step Five: Confirm

- Write up Agreement
- All Team members sign Agreement
- TOOL USED: Successful Team Agreement

Team Rules

Working Agreements for Successful Teams

- Commitment
- Focus on Tasks
- Free communications
- Involvement
- Validate Understanding of Requirements
- Honesty
- Celebrate Success
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Team Members



Accountability When Things Go Wrong

1. What potential issues do we see?
 - ▶ People don't participate
 - ▶ Group Think
 - ▶ Non-completion of assignments
 - ▶ Negative talking outside the group (confidentiality)
- ▶ How will the team insure the team behavior is maintained?
 - ▶ Call them on it – use the team rules
 - ▶ Touch base between meetings
 - ▶ Joint responsibility for tasks



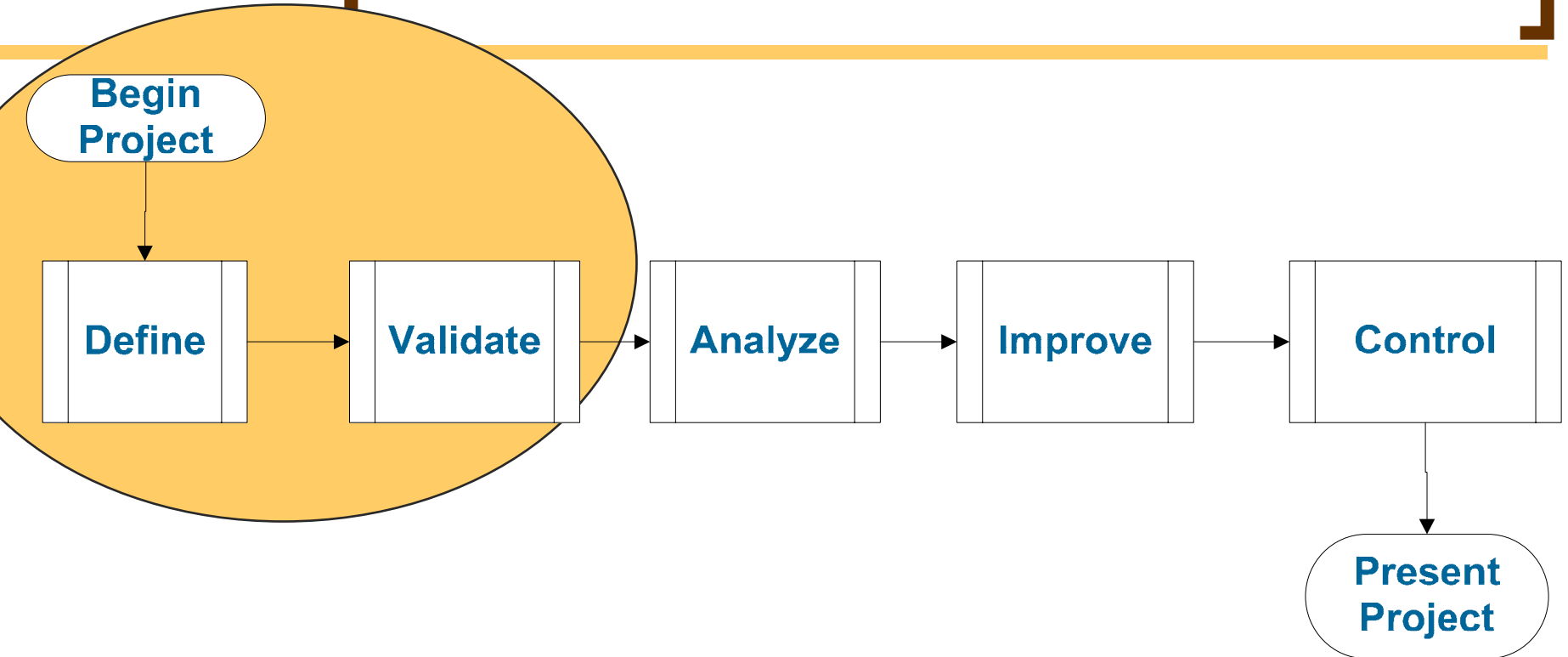
Break Time

Enjoy Your Break!

We'll see you back in 15 minutes.



High Level Process Flow





Step 1: Define the Opportunity Why Are We Here?

The purpose of the Define Step

- To select the project (3 steps)
 - Clarify the scope of the opportunity
 - WWWW *What's Wrong With What ?*
 - Link the opportunity to what is critical to the success of Monroe County *MVV*
 - Establish the desired outcome of the project
- To form a project team *Success!!!*
- To establish a Working Agreement *Success!!!*



Define

Opportunity Statement

Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County efforts to communicate the overall direction have not achieved the goal of an informed aligned workforce.

Linkage

1. Seven C's Value: Communication
2. The Sterling criteria requires Senior Leaders to deploy key messages such as mission vision and values while promoting frank two way communication .

Outcome

Mission, Vision and Values will be fully integrated to support a high performance culture.

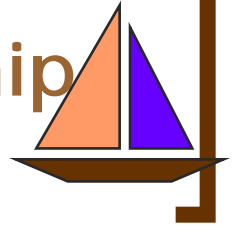
A systematic process which can be measured and continuously improved to facilitate strategic communication.

Full deployment and understanding of the critical messages that support high performance work.

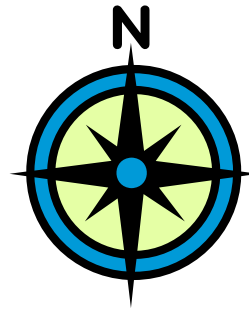
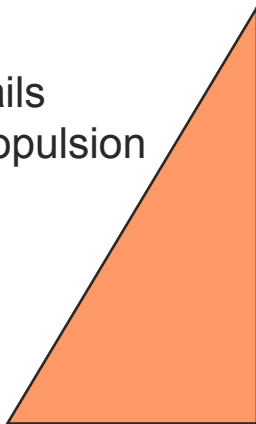
Alignment of all divisions working toward the same future.



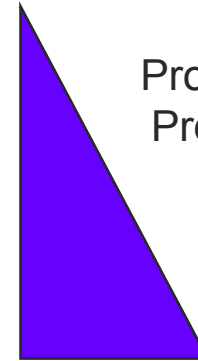
Cornerstones of Leadership



Full Sails
Provides propulsion



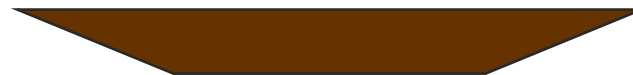
Proper Sail Trimming
Provides Behavioral
Direction



Vision: What will we become in the future?

Values: What do we believe in?

Solid Hull provides the Foundation



Mission: Why do we exist? What's the purpose?



[Step 2: Validate the Opportunity How Do We Know it is a Problem?]

The purpose of the Validate Step

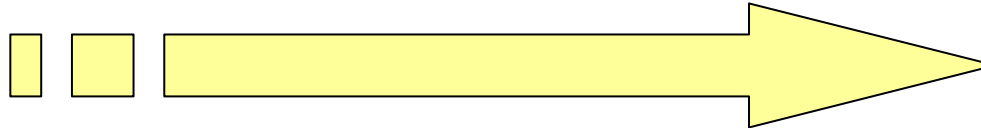
- To have a clear understanding of the opportunity the project is going to address
 - Make sure the present condition is known before attempting to identify improvements
 - Identify the critical measures that will be the baseline for improvement
 - Use **valid data** to obtain an accurate assessment of the opportunity



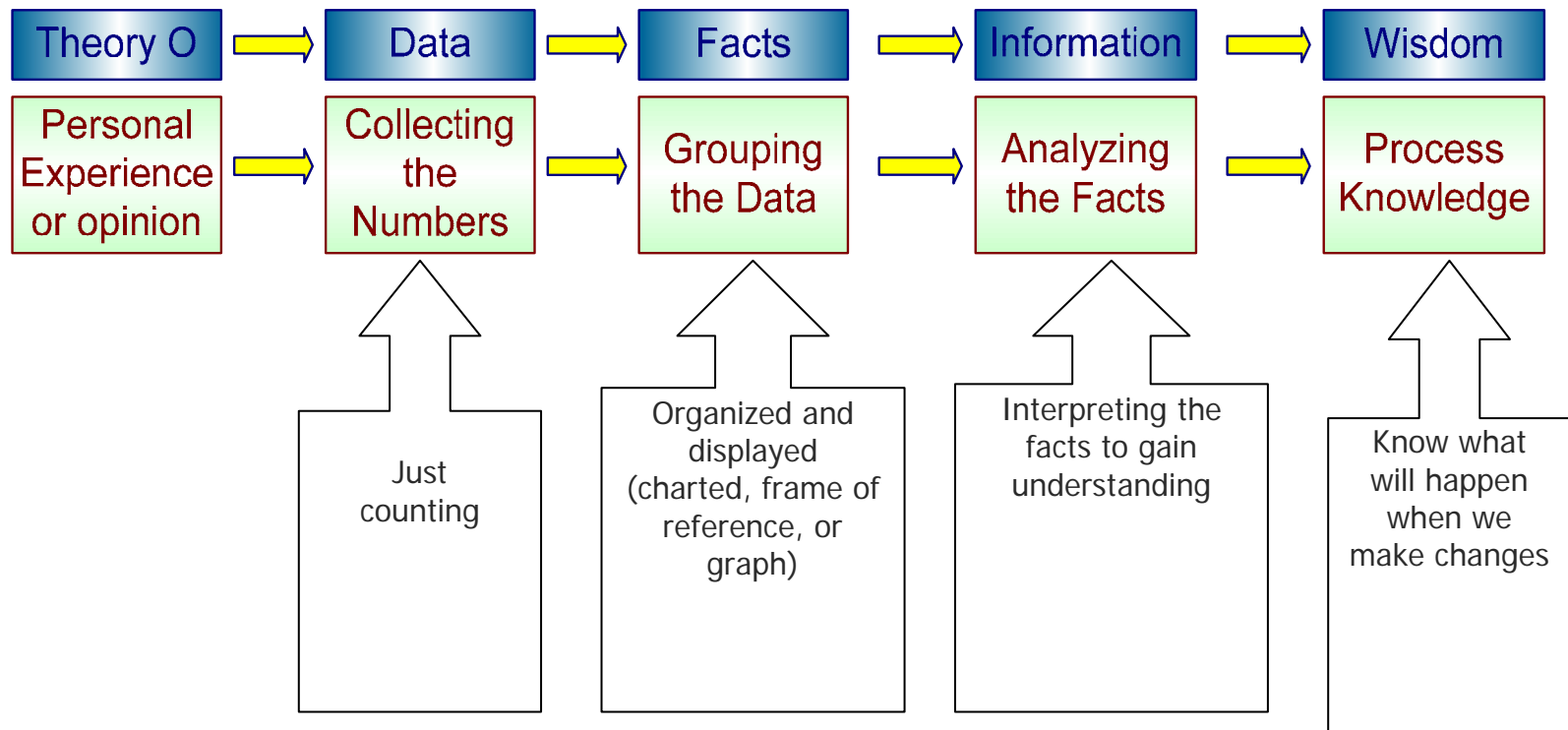
The Validation Approach

The basis for understanding how a process works!

RE-ACTIVE



PRO-ACTIVE





Validate

[What Data Would We Use to Validate?]

- What do you think?

Vehicle for communication – how do you do it?

Major impacts driven by lack of communication – mistakes

Are there successes?

What is the process? How do you know what is important?



What Does the Data Say?

QUESTION	LEADERS	MANAGER	STAFF
➤ 1a I know my organization's mission. ➤ Leader: Our employees know our organization's mission (what we are trying to accomplish).	60.0%	54.4%	52.8%
➤ 1b My senior leaders use our organization's values to guide us. ➤ Leader: Our leadership team uses our organization's values to guide our organization and employees.	40.0%	19.1%	31.9%
➤ 1d My organization's leaders share information about the organization. ➤ Leader: Our leadership team shares information about the organization.	40.0%	29.4%	27.3%
➤ 1f My organization lets me know what it thinks is most important. ➤ Leader: Our leadership team lets our employees know what we think is most important.	30.0%	25.0%	35.1%
➤ 1g My organization asks what I think. ➤ Leader: Our leadership team asks employees what they think.	40.0%	26.5%	20.5%



[Effective Communication]

- We know that some of the most successful companies and corporations create a workforce that understands the mission, goals, values and procedures of the organization.
- People talk about the Hewlett-Packard "way", or the Wal-Mart "way" to describe what are essentially organizational cultures that are held in common by most employees in the organization.



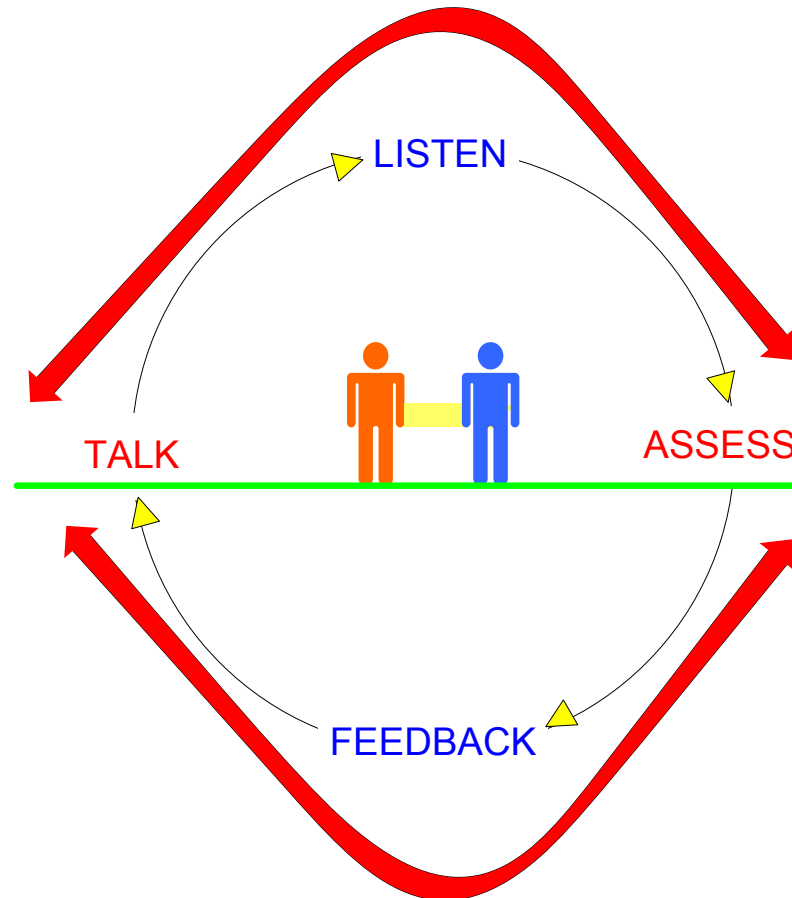
[Effective Communication]

Advantages & Benefits

- Permits employees to make more decisions online since they have the tools and knowledge needed to make the "right" decisions.
- Encourages a sense of identification, on the part of staff, with the goals, mission and procedures of the organization, which can result in a sense of "making a difference". This can have direct impact on effort and efficiency.
- Has the potential for reducing day-to-day conflict. Much conflict is generated by conflicting ideas on what is important to the organization...often an indicator that the people involved do not share a common vision or understanding.
- Helps staff feel a part of the organization.



Communication Process





Validate

Next Steps

- Jeff & Rob: To spend the afternoon gathering additional information to validate the opportunity statement
 - Determine past practice
- Team members will be assigned a division(s) to gather data and determine
 - Existing local methods
 - Did they work



Division Assignments

- Administration - Jonathan
- Budget and Finance – Beth
- Community Services – Anna
- Emergency Services - Irene
- Employee Services – Tanya
- Engineering – Vicki
- Growth Management – Julianne
- Housing and Community Development – Michelle
- Public Works – Joe



Validate

Next Steps: Rewrite or Restate Opportunity Statement

- If the data support your opportunity statement, summarize your information and your project
- If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity



Next Meeting –

- Can someone confirm the meeting room?
 - Plantation Key
 - Let's Prepare our Agenda:
 1. Go over findings
 2. Evaluate new tools
 3. Brainstorm possible approaches
 4. Prioritize possible approaches
 5. Assign new tasks and research
- Confirm our Agenda - Thumbs Up!!



What Have We Learned Today about the Your Communication process?

■ Meeting Message

The purpose of this is to clarify what you feel about the meeting:

Fix communications

Important

First Steps

It was a good use of time – Start of a new process



Continuous Improvement

What did we do well and what could we add to improve your knowledge.

WWW

- got to know each other
- met goal
- Working agreement
- Coffee and doughnuts
- Next steps in Place

OFI

- Time management
- Start time too early
- Agreement template set-up